

Middle Tennessee State University

THE PRESIDENT'S BIENNIAL REPORT

2002 - 2004



NEW DIRECTIONS

The seal of Middle Tennessee State University is a large, faint watermark in the background. It is circular with a scalloped outer edge. Inside the circle, the words "MIDDLE TENNESSEE STATE UNIVERSITY" are written in a circular path. In the center, there is an illustration of a plow and a sheaf of wheat, with the word "AGRICULTURE" written below them. At the bottom of the seal, the word "MURFREESBORO" is visible.

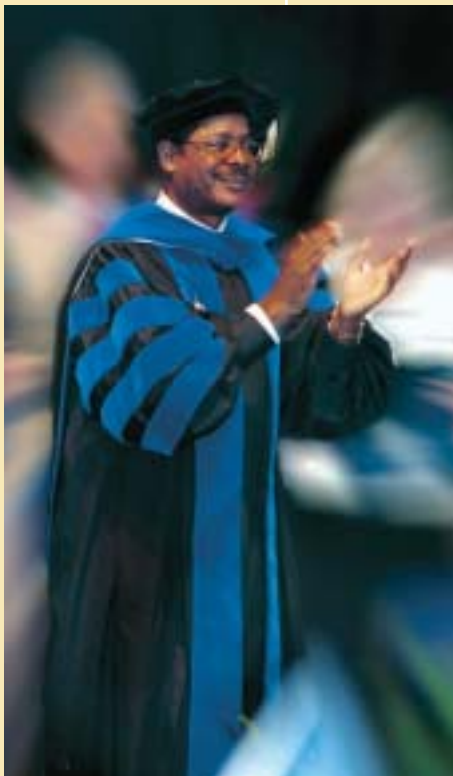
Middle Tennessee State University aims in the next five years to become the destination institution for students desiring a unique, technological, and innovative education that prepares them for leadership roles in the economic, political, civic, and social life of Tennessee and beyond.

The Academic Master Plan creates a strategic blueprint for excellence that moves the University's vision forward. The plan underscores MTSU's commitment to a leadership role in higher education and to building Tennessee's future, a future projected to be one of dynamic growth and change. It commits the University to the achievement of unprecedented levels of excellence and quality in academics and to the advancement of a student-centered learning environment. Finally, the plan commits the University to selective development of new academic programs, to integrative technologies, and to vanguard status among universities emphasizing partnerships with economic and community constituencies.

2002-2004

Just weeks before the ninetieth anniversary of Middle Tennessee State University's founding, it was my privilege to become the tenth president of this great institution. MTSU was built on a legacy of achievement, and I join with the University family in gratitude for those who provided effective presidential leadership throughout its history. It was with immeasurable enthusiasm that I accepted the responsibilities of completing the tasks at hand and of moving this superb institution forward. Fulfilling the responsibilities of president has been exciting and challenging, and our successes are due to the involvement of many dedicated faculty, students, staff, administrators, alumni, and supporters.

In my inaugural address two years ago, I outlined three broad strategic goals and pledged vigorous pursuit of them, saying, "I submit that our focus and attention now must be on achieving the highest level of academic quality. We must aggressively pursue partnerships with businesses and other community agencies, and we must commit to making this the most student-centered campus in the nation." These three goals provide the foundation upon which the University's future rests.



Please reflect with me on the past two and a half years—the goals we set, where we were, and where we hope to go. Faced with state budget cuts and uncertain funding, we have persisted in the MTSU tradition of excellence and have celebrated many successes.

Despite many challenges, the University has forged ahead to shape its own future rather than allowing external factors to do so. We will continue putting our energies and priorities into building on our accomplishments with the goal of making MTSU one of the best comprehensive universities in the nation.

Sincerely,

A handwritten signature of Sidney A. McPhee in blue ink. The signature is stylized and cursive, with the first name 'Sidney' and last name 'McPhee' clearly visible.

Sidney A. McPhee
President

Shortly after becoming president, Dr. Sidney McPhee appointed a committee, chaired by Dr. Phil Mathis, biology professor, and including both University and community representatives, to evaluate and reformulate the institution's existing academic master plan. In his charge to the committee, President McPhee emphasized the importance of developing a list of strategic priorities to guide the University in its efforts to achieve three primary objectives: namely, attainment of notable *academic quality*, development of a *student-centered learning environment*, and establishment of *partnerships* with area institutions and businesses. The revised plan, called *Blueprint for Excellence*, further defines the three goals and outlines specific strategies to be implemented from 2002 to 2012. A summary of the goals is on pages 3, 4, and 5.

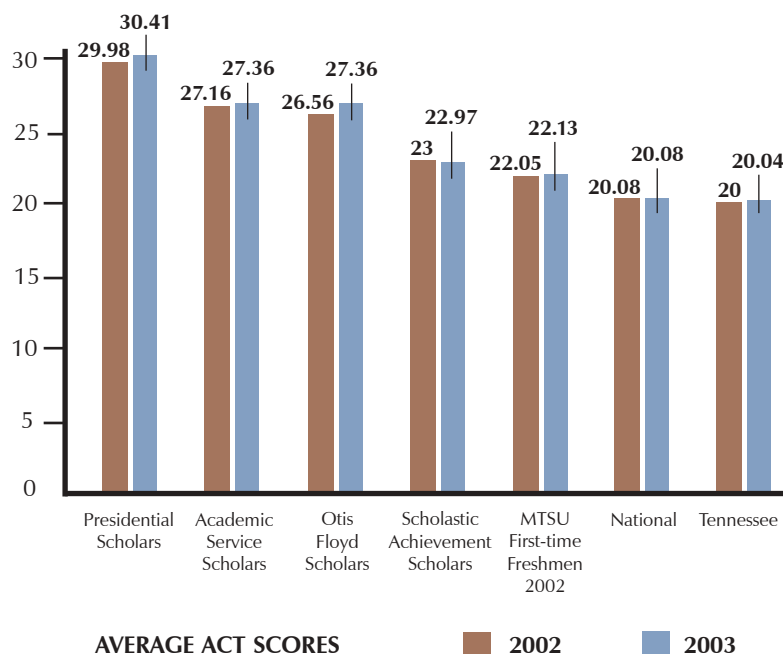
President McPhee stated in his inaugural address in April 2002 that we had spent the past decade getting bigger and he wanted us to spend the next decade getting better; i.e., focusing on academic quality. While the University's enrollment continues to grow, an enrollment management plan has been implemented in response to the declining state budget.

The plan includes establishing earlier application deadlines and higher admission standards, helping to assure that we are "getting better." MTSU admission standards have been raised to require a 22 on the composite ACT (up from 20) and a 3.0 GPA (up from 2.8).

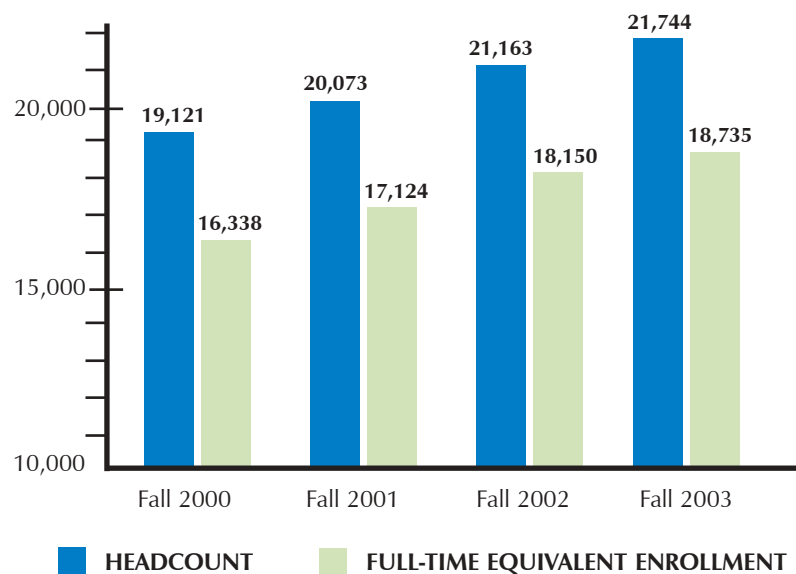


~ *academic quality*
~ *student-centered learning*
~ *partnerships*





For the seventh year in a row, **more midstate valedictorians and salutatorians have chosen MTSU** than have chosen any other Tennessee school. The University is attracting national merit semi-finalists and national achievement finalists. In 2003, for the first time in the institution's history, three national merit finalists enrolled. Indications are that the number will be even greater in Fall 2004.



GOAL I

Middle Tennessee State University will pursue with vigor and purpose the continuing improvement of academic quality.

STRATEGIC DIRECTIONS

MTSU will

- ✦ engage in systematic efforts to strengthen and streamline its curriculum
- ✦ attract meritorious students
- ✦ provide development opportunities and rewards for its faculty
- ✦ fully integrate technology
- ✦ address limitations of the physical plant



GOAL II

Middle Tennessee State University will create and nurture a student-centered learning environment responsive to the needs of a diverse student body.

STRATEGIC DIRECTIONS

MTSU will

- ✦ promote a responsive learning environment that fosters academic and personal development of students
- ✦ pursue service learning activities with community partners to promote student-centered education and faculty development
- ✦ develop a coordinated and effective academic advising program for all students
- ✦ recruit and develop faculty who have a deep commitment to excellence in teaching, as well as knowledge of a discipline
- ✦ enhance the student-centered learning environment through access to appropriate technology



Crucial to the success of this institution is external funding.

Gifts to the MTSU Foundation make a difference in people's lives and their educational experiences through scholarships and increased opportunities for learning. Special projects funded through the Foundation in 2003 included establishing a summer language institute and constructing an eighteenth-century printing press; special projects in 2002 included expansion of the Reach Out and Read program in middle Tennessee and starting the Institute for Diversity Training and Executive Education. During the past year, the number of new donors increased by almost 1,000, and giving is up in almost every category.

One of President McPhee's initiatives was a new effort directed toward **increasing direct federal appropriation dollars** to MTSU. Almost \$3 million in federal funds was secured during the 2003-04 fiscal year, including

- **\$1.5 million** for a U.S. Department of Defense program in the Center for the Study and Treatment of Dyslexia;
- **\$1 million** for expansion of the School of Nursing building;
- **\$250,000** for completion of the naked-eye observatory;
- **\$200,000** for the Center for the Study of the Cedar Glades to consider the impact development has on the delicate ecosystem stretching from southern Kentucky to northern Alabama and east into southwest Virginia.





Still pending for the 2003-2004 appropriation cycle are **\$4.5 million** for widening Tennessee Boulevard adjacent to campus and **\$500,000** for an AIDS/HIV research project in Africa.

Overall, external funding has grown from \$4.5 million to more than \$12 million.

ATHLETIC ACCOMPLISHMENTS

MTSU has continued to make history in the athletic arena as well with students who excel on and off the playing field. More than 100 of our 300 athletes had at least a 3.0 GPA in 2003. Participation and success in athletics enhance the total higher education experience both for student athletes and the population in general. One indication of growing fan support is the increase in Blue Raider Athletic Association membership by more than 370 this year. Some examples of athletic excellence are below.

In 2002, **Blue Raider Tennis** had its first-ever national singles title winner when senior Daniel Klemetz rose from a number-ten ranking to defeat six opponents and come out on top of the Icy Hot/ITA (International Tennis Association) All-American Championship match. Klemetz also received the ITA/Arthur Ashe Award for Leadership and Sportsmanship later than year.

In 2003, the **Blue Raider Baseball team** made its eleventh trip to the NCAA tournament after winning the Sun Belt Conference Championship by defeating long-time rival Western Kentucky.



GOAL III

Middle Tennessee State University will leverage resources by establishing mutually beneficial partnerships with business, industry, and non-profit organizations.

STRATEGIC DIRECTIONS

MTSU will

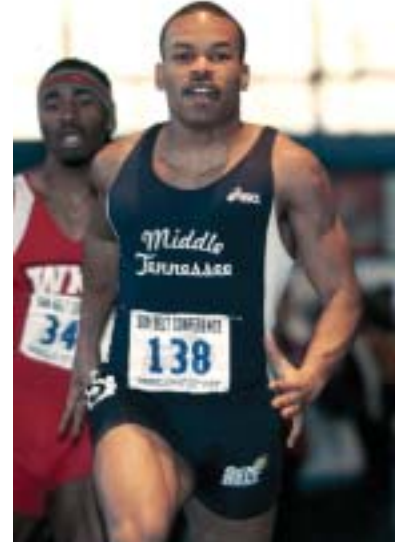
- ✦ develop a formal internal structure to increase the number and diversity of partnerships
- ✦ seek opportunities to partner with other universities, businesses and industries, public agencies, and those in the broader community to pursue collaborative research and grants
- ✦ develop and provide incentives for faculty, staff, and external communities to initiate and engage in partnering relationships
- ✦ support and strengthen ongoing partnership initiatives within individual colleges or among collaborative groups of colleges within the University



In 2004, for the third consecutive year, **women's tennis player Manon Cruse** will compete in the NCAA singles and doubles championships. Cruse, from Hamm, Germany, and her doubles partner Carien Venter were ranked seventh in the nation in the ITA, the highest ranking in MTSU history for women's tennis. Having completed her undergraduate degree in less than four years, Cruse is working on an M.B.A. and has a 4.0 GPA.



Senior Mardy Scales, five-time All American from Franklin, Tenn., was unbeaten in the 100-meter event during the 2003 collegiate season. As defending NCAA champion, he broke his own record during the 2004 season.



The **Lady Raider Basketball Team** won the 2004 Sun Belt Conference to earn a spot in the NCAA tournament where they defeated fourth seed North Carolina in the first round. Advancing to meet Notre Dame, they became only the third team in school history to reach the second round of the NCAA Tournament.

In the past three years, Blue Raider teams have won **ten Sun Belt Conference Championships**: Baseball 2001, 2003; Football 2001 co-championship; Indoor Track (men) 2001, 2002, 2003; Indoor Track (women) 2001, 2002, 2003; and Outdoor Track (men) 2001. For the second time in three years, the Blue Raiders received the Vic Bubas Cup for 2004, the all-sports award for the Sun Belt Conference. MTSU competes in 17 of the league's 18 sports and won four championships in 2004.



REACHING OUT TO ALUMNI

Eager to meet as many alumni and friends as possible, in 2002 Dr. Sidney McPhee and the Alumni Relations Office initiated a new program, “Lunch with the President.” The gatherings, packed into an hour or so on a weekday, were well received across the state. Typically, McPhee used a fast-paced Power Point presentation to update his listeners on the University—what was new, what was successful, what was challenging. He included examples of how higher education impacts peoples’ lives. In Memphis at the Crescent Club, McPhee called on alumni to “be informed about needs and concerns of higher education in the state; serve as advocates and ambassadors for colleges, universities, and technology centers and especially for MTSU; and to provide financial support for



Realizing that people have limited time and using the draw of athletic events, Alumni Relations and the National Alumni Association sponsored successful **pre-game events** during football season at Ole Miss, LSU, Vanderbilt, Alabama, Tennessee, and Kentucky. It quickly became apparent that the further from campus the gathering was held, the happier alumni were to see people wearing Raider blue. Venues ranged from an afternoon reception on a riverboat to a buffet lunch to elaborate tailgating.





public post-secondary institutions.” Acknowledging funding challenges, McPhee stated, “At MTSU, we won’t lose a step. We’ll wake up every morning figuring out innovative ways to move forward. That is our focus. Anyone on my team knows we’re going to get it done!”

Chapter development has continued, based not only on geographic location but also on constituency groups, including military science, theatre, nursing, and horse science.

As of fall 2003, **MTSU alumni** live in every county of Tennessee and in all of the 50 states; alumni in the United States number 75,666 with more than 57,000 in Tennessee. There are about 1,250 alumni living in foreign countries.

The challenge of communicating effectively with this many people is ongoing. Use of the Internet and e-mail has increased tremendously and in 2003, a new tabloid called ***The Alumni Record*** was launched.



ENHANCING ACADEMIC QUALITY

QUALITY

Strategies for enhancing academic quality range from strengthening and streamlining the curriculum to addressing limitations of the physical plant. Abundant examples of academic quality—renowned programs, innovative faculty members, and excellent students—can be found all over the bustling campus. A sampling follows:

The **Concrete Industry Management** program, approved as a major in 2003, is a joint initiative between MTSU and industry leaders who sought help meeting demands of the changing field. The program's uniqueness, which lets students enter a field that has an urgent need for professionals, attracted the attention of U. S. Secretary of Education Roderick Paige CNN, the *New York Times*, and the *Washington Post* because of its singular partnership with the industry.

The American Democracy Project is a nationwide effort to create a conversation on campuses on the theory and practice of civic involvement. Former Vice President Al Gore conducted the first two lectures, "Media and Democracy" and "Race and Democracy," from MTSU in November 2003. The lectures were presented in the State Farm Lecture Hall, the same classroom used to broadcast the Family Centered Community Building class taught by Gore to universities throughout the country.

American Democracy Project lectures were available to more than 180 universities representing some 1.3 million students through MTSU's satellite broadcast facilities.





After years of proposals to add the prestigious **Doctor of Philosophy** (Ph.D.) to the degrees offered at MTSU, final approval came from the Tennessee Higher Education Commission late in 2002, and the first Ph.D. was awarded in May 2003 to Beverly Renee Lewis (English). MTSU now offers the Ph.D. degree in English, economics, and human performance and the Doctor of Arts degree in chemistry and history.

The **Art Department ceramic program** has become one of only four in the nation to be equipped with space-age Blaauw kilns. Custom-designed to the needs and specifications of each clay facility, the kilns are manufactured in the Netherlands and personally installed on site by Blaauw technicians.

Computerized and self-firing, the kilns allow students and faculty to conduct more rapid clay firing cycles of eight hours rather than the 48 required with ordinary kilns.

The **School of Nursing** received a five-year accreditation extension following a program review in Spring 2003 by the Commission on Collegiate Nursing Education.

With a goal of moving air traffic control from the ground to the cockpit and shifting more air traffic to smaller, less frequently used airports, **NASA awarded \$715,000** to Drs. Paul Craig and John Bertrand of the Aerospace Department **to develop a curriculum and pilot training program** for the new Small Aircraft Transportation System (SATS).





Homer Pittard Campus School, the University's teacher training lab since its founding in 1911, was on campus until the legislature funded a new building nearby in 1929. The 75th anniversary of the facility in February 2004 prompted a celebration of the successful teacher training partnership. MTSU today holds the distinction of having graduated more teachers than any other school in Tennessee—exceeding 500 annually—and producing 26 percent of the certified teachers in the state.

The Learning, Teaching, and Innovative Technology Center, established by the Information Technology Division and Office of the Provost, is a national model for higher education faculty development in learning and teaching using innovative technologies. The center will encourage excellence through research and development grants, faculty-in-residence programs, instructional technology development workshops, and faculty recognition activities. Referring to the opening, President McPhee said, "This new center will help fulfill the mission of our Academic Master Plan, to strengthen academic quality while nurturing a student-centered learning environment."

Biology major Eric Freundt

published groundbreaking undergraduate research on viruses in ticks, establishing a possible link between meningitis and ticks. He received a national Phi Kappa Phi graduate scholarship and a graduate fellowship in the Oxford/National Institutes of Health program at Oxford University, the first MTSU alumnus to be accepted at the esteemed institution.



If reading is the keystone to learning, what happens to the child whose biological composition makes learning to read impossible? Failure in school, extreme frustration, and anger are common, according to parents and children who have been helped by the **Tennessee Center for the Study and**



Treatment of Dyslexia.

The center's new facility, funded by a grant from the Christy-Houston Foundation and gifts from individuals

through the MTSU Foundation, opened in December 2001.

Although many children are treated on site, one of the main thrusts is training teachers to recognize dyslexia and make sure their students get help. Supported by the Tennessee Legislature and directed by Dr. Diane Sawyer, the Center directly services students, works with almost all of the 139 state school systems, and offers university classes. Its motto, symbolized by an emerging butterfly, is "releasing the potential."

Sawyer, chairholder of the Katherine Davis Murfree Davis Chair of Excellence in Dyslexic Studies, also is conducting what promises to be very significant research into the disorder's mysterious causes.



With a gift of \$1.5 million from alumnus Robert W. McLean to purchase 54 Steinway pianos, MTSU's **School of Music** became an "All Steinway" school and joined a small group of only 34 institutions offering students the highly regarded instruments in the classroom and on the performance stage. A dedication concert series included Mac Frampton, Peter Serkin, and the Beaux Arts Trio.

The Council of Graduate Schools and the nationally known Sloan Foundation awarded MTSU more than \$100,000 to develop a **Master of Professional Science degree**. MTSU is one of only 15 institutions to receive this recognition.

Dr. Harley Foutch, director of the School of Agribusiness and Agriscience, received the **Distinguished Educator Award 2003** from North American Colleges and Teachers of Agriculture. Two faculty

also received national awards: Anne Brzezicki, equestrian team coach, received the **Lifetime Achievement Award** from the Intercollegiate Horse Show Association; and Dr. Dave Whitaker, Horse Science Program director, received the **American Quarter Horse Association Merle Wood Humanitarian Award**.

The Accounting Department in the Jennings A. Jones College of Business sought separate

accreditation by the Association to Advance Collegiate Schools of Business (AACSB) and the designation was granted in April 2004,

making the department one of only 163 to receive this distinction. Paula Thomas, interim chair, is the first woman in the country to receive the American Institute of Certified Public Accountants (AICPA)

Distinguished Achievement in Accounting Education Award.

The college is accredited by the AACSB, one of only 469 of approximately 3,100 schools and colleges of business worldwide.

Accounting major Brian Carver won the **2003 Tennessee Society of CPAs' manuscript competition**, the second MTSU student to win this award. Professor Hal Wilson received the TSCPA 2004 Lifetime Achievement in Accounting Award; Jill Austin, Management and Marketing chair, was named Outstanding Paper Reviewer by the Southern Management Association.

Students and faculty from the **McLean School of Music** pursue endeavors all over the globe. H. Stephen Smith, assistant professor, voice, performed the lead tenor role in Verdi's *Un ballo in maschera* in Stockholm, Sweden, in summer 2003. James Simmons, jazz studies, received first prize in the 2003 Brussels Jazz Orchestra International Composition Contest; the orchestra premiered his composition, "Lock Box."



In January 2004, the first classes were held in the **Paul W. Martin Sr. Honors Building**, the direct result of meeting the \$2 million challenge gift of brothers Lee and Paul Martin to honor their late father and commemorate his love of education. Many individuals contributed to the Foundation's effort to make the Martins' dream a reality.





Bringing back former students is an effective way to demonstrate how careers may develop, especially when it's someone like Emmy-winning artist Wayne White '79. White's career in the visual arts "was built on his interest in media, his great capacity for humor, and ability to move across disciplines," Lon Nuell, art professor, said. After the MTSU showing of his work, White's exhibit was displayed at Cheekwood Fine Arts Center in Nashville. Following a national tour, some pieces will be housed in the permanent collection of the New Museum in New York City.

David Loucky, brass professor, and a student were invited to the International Tuba Euphonium Conference in Budapest, Hungary, in summer 2004. Last year, Reed Thomas, director of bands, was invited to conduct and adjudicate a series of events in Korea. Gerardo (Lalo) Davila, percussion professor, received the singular honor of presenting a clinic and performing in France at the Paris Percussion Festival last November in the renowned Paris Conservatory. Among the institutions where this year's graduates are pursuing advanced study are the Royal Academy of Music in London and the Manhattan School of Music in New York.

School of Nursing faculty members receiving awards include Suzanne Prevost, Lifetime Member Award, and Stephen Krau, Excellence in Education Award, both from the American Association of Critical Care Nurses; Shelia Marquart received the Tennessee Association of Student Nurses Susan Culpepper Award for Advising.

English professor Jill Hague's book *Fiction, Intuition, and Creativity: Studies in Bronte, James, Wolf, and Lessing* was nominated for Phi Beta Kappa's Christian Gauss Award, the most prestigious honor for research and criticism in the humanities.



Sharon Shaw-McEwen, **social work** professor and director of MTSU's Cultural Diversity Initiative, directed the International Conference on Cultural Diversity in 2003. The three-day event featured well-known speakers and attracted participants from several states.

Former **Pakistani Prime Minister Benazir Bhutto** spoke in

November 2002 as the Esther Millon Seeman Distinguished Lecturer in Women and the World. The series, named for the late political science professor, is an example of the wide array of people and ideas students can experience.



In August 2003, the Aerospace Department received **25 new state-of-the-art training aircraft**. MTSU's professional pilot training program, ranked number three in the country, now has a fleet second only to the U.S. Air Force Academy. To meet training requirements, the new aircraft include five different types of planes. Governor Phil Bredesen took part in the ceremonial arrival of the new fleet by piloting one of the craft.



“Tennessee” Miller Coliseum

opened with flourishes and fanfares in March 2003, the culmination of almost nine years of waiting, planning, and dreaming following a generous bequest from the late Mary Miller honoring her husband John, a legendary Alaskan builder and Tennessee native. Although MTSU received news of the \$20 million bequest in 1994, liquidating the Alaskan holdings and then finding and purchasing a suitable site took time.

The opening celebration featured a “Symphony of Horses,” national and world champions demonstrating different breed traits to the music of the Murfreesboro Philharmonic Orchestra. This was the first in a variety of regional, national, and international events. When the Tennessee Board of Regents met at MTSU late in 2003, students in the horse science program and in the McLean School of Music showcased their talents by emulating the opening with music and a riding display.

Adjacent to Miller Coliseum is the Horse Science Training and Research Center built with a \$2.5 million federal grant obtained through the efforts of Rep. Bart Gordon (B.S. '71).

STUDENTS

DEVELOPING A STUDENT-CENTERED LEARNING ENVIRONMENT

The strategies to develop a student-centered learning environment include those that foster personal as well as academic development. Basic to both are knowledgeable teachers who are deeply committed to excellence in teaching and a coordinated and effective advising program. Some \$750,000 was used to refurbish worn and inadequate classrooms across campus. Appropriate and accessible technology is the essential tool of today's world. Examples follow:

To strengthen and expand academic advising within departments and schools, the **Academic Support Center** was established to advise students who haven't selected a major. In addition to helping





with course selection, advisors guide students toward appropriate majors. The center also coordinates learning communities, the community reading program, and Raider Book Clubs.

The Quadrangle, an area bounded on three sides by Walker Library, Bragg Mass Communication Building, and the Business and Aerospace Building, formally opened in April 2002. Resembling a city park, the Quad is a pleasant thoroughfare and inviting spot for relaxing or studying. The area's focal point is the University seal rendered in granite and encircled by inspiring quotations and landscaping.



LEARNING IS NOT ATTAINED
BY CHANCE; IT MUST BE
SOUGHT FOR WITH ARDOR
AND ATTENDED TO WITH
DILIGENCE.

Abigail Adams

In 2002, MTSU launched a **summer reading program** to engage incoming students, faculty, staff, and Murfreesboro residents in an exchange of ideas. *The Color of Water*, the 1996 best seller by author and musician James McBride, was the initial selection. A compelling story of McBride's mother, a rabbi's daughter born in Poland in the 1920s who was raised in the South but fled to Harlem where she married a black man and eventually had 12 children, the book led to discussions of race, religion, and the search for a family's identity. Student comments to McBride indicated that they related to many of the story's core issues.

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Pipeline MT, a portal affording a single-point sign-on for multiple services, makes calendars, message boards, and chat rooms for class discussion available. Faculty teaching in one of the 153 Master Classrooms have the latest in technology at their fingertips; for example, high definition television (HDTV) format screens and Smart Technology products allow white board notes generated during lectures to be saved online or for later presentations.

More than 100 **new undergraduate scholarships for high achievers** have been added, including \$204,000 from the EdScholar program and from gifts, \$2,045,801 to the university scholarship endowment and \$1,117,500 to the spendable accounts for scholarships. Among the new awards are National Merit Finalist, National Achievement Finalist, and Chancellor's scholarships.





Access to computers is greater than ever with the opening of a **24/7computer lab** in the Business and Aerospace Building and equipping all dining areas, not just the Cuber Café, with computers. The **wireless network** has expanded, allowing students to use laptops and PDAs to access e-mail, complete assignments, and carry out network tasks at one of the campus “hot spots” without the tether of a network cable.

Library hours were extended to 16 and a half hours Monday through Thursday, nine hours on Friday and Saturday, and eleven hours on Sunday.



Rick Bragg, Pulitzer Prize winning journalist, wrote the 2003 selection, *All Over but the Shoutin’*, a memoir of growing up “dirt poor” in northeastern Alabama and his path to becoming a reporter for *The New York Times*. Along the way, readers meet his hard-drinking angry father; his mother who went 18 years without a new dress so that her three sons could have school clothes, and his assorted relatives who both helped and took advantage of the Braggs, who confronted issues familiar to every family.

The summer reading program author is the featured speaker at University Convocation, a ceremony marking the beginning of a new academic year and helping students transition from high school to the university community. The event reminds students that they are becoming part of an ancient tradition that has helped significantly in shaping the world.



Establishing a student-centered learning environment starts long before students are college age; that's why programs that give youth a boost, sometimes even a running start, toward the baccalaureate degree are important. For example, the **Gear Up Institute**, held at MTSU for the first time in summer 2003, targets low-income students in middle Tennessee, seeking to increase the number who are prepared to enter and succeed in postsecondary education. The three-week summer program includes classes in aerospace, English, mathematics, mass communication, and a general course about studying and adjusting to college life. Gear Up students take part also in Make a Difference (MAD), a class addressing topics today's teens face. During the school year, career centers in selected middle and high schools are staffed via the program.

High ability high school students may choose early admission and register for some college courses while they are still in high school. Amy Coffey, Smyrna, enrolled in Fall 2003 so that she could take an independent study science research class. Not only did she maintain a 4.0 GPA in high school, but also she made an A in the class while she explored the reactions of combining different transitional metals with silicon ethoxide and ethanol.

INROADS is an ongoing program that trains talented minority youth through internships so that they can successfully fill positions in business and industry and become leaders in their communities. Open to high school seniors and college freshman and sophomores, INROADS was founded by Frank C. Carr more than 30 years ago. MTSU has sponsored interns in the program for almost ten years.



In Fall 2003, MTSU and Yonsei University, the oldest university and most prestigious private institution in Seoul, South Korea, finalized an **academic exchange agreement**; four Yonsei students came to MTSU and two MTSU scholars are at the Seoul school. Yonsei, with an enrollment of 38,000, includes 17 undergraduate colleges, 15 graduate schools, and four international programs. MTSU also has reciprocal relationships with two Japanese schools, Kansai Gaidai University in Osaka (student exchange) and Fukushima University in Fukushima (faculty exchange). With 71 study abroad programs, MTSU can send students to every continent except Antarctica.

For the first time, the **Tennessee Supreme Court** met in special session on campus in October 2003 as part of the SCALES Project (Supreme Court Advancing Legal Education for Students). Area high school students and university classes were part of the audience in the State Farm Lecture Room as the justices heard cases. Students questioned the attorneys during a debriefing period.



New academic programs that have been approved: Ph.D. in economics, English, and human performance; graduate certificates in dyslexic studies and nursing informatics; B.A. in art history; B.S. in concrete industry management; concentrations in linguistics, Russian studies, secondary English teacher licensure, genetics and biotechnology, physiology

A 500-space parking lot was built in August 2002 as part of a **ten-year plan** to relieve some of the parking crunch.

Examples of external funding that enhances learning opportunities:

- \$1 million, five-year U.S. Department of Education grant received to aid disadvantaged mid-Tennessee middle and high school students by encouraging college attendance;
- \$1.7 million Tennessee Department of Education grant awarded to College of Education and Behavioral Science for therapeutic/educational services in conjunction with Tennessee Early Intervention System (TEIS);
- \$1.3 million, five-year grant from U.S. Department of Education awarded to develop a continuing education program for teachers in Rutherford, Bedford, and Warren counties who seek English as a second language teaching certification;
- \$936,000 Teaching American History grant from U. S. Department of Education awarded to provide enhanced training in teaching American history.



PARTNERSHIPS

ESTABLISHING INNOVATIVE PARTNERSHIPS

Strategies to forge new and innovative partnerships that enhance our excellence include joining with individuals, businesses, institutions of higher learning, and government agencies. Outgrowths of assorted partnerships are listed earlier in this report under the sections on enhancing academic quality and developing a student-centered learning environment; other examples follow:



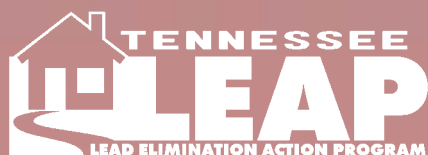
An individual's avid interest in the Civil War and a desire to join with the University so others could learn about this historic event prompted the **gift to Walker Library** of about 100 Civil War-era rare books collected by the late Robert Allen Ragland and bestowed by his widow, Jennie Grace Walker

Ragland. An alumnus, Ragland attended MTSU in the late forties and early fifties. The collection, described as complex and varied, is called the Robert Allen Ragland Sr. Memorial Civil War Collection.

A \$1.74 million matching grant came from the Christy-Houston Foundation for adding a third floor to the Cason-Kennedy Nursing Building, allowing expansion of both undergraduate and graduate offerings in the School of Nursing. In December 2003, \$1 million in Federal funding for the project was approved.



In 2003, **MTSU and the Tennessee Valley Authority (TVA)** reached a master agreement to work in partnership on projects such as cooperative education, energy efficiency, environmental stewardship, K-12 educational outreach, and economic development.



Some Tennessee homes will be safer for their young inhabitants, thanks to grants secured by the Office of Research and Sponsored Programs in 2003. Funds will help remove lead from area homes, train workers, and teach students effective lead safety practices.

A federal grant totaling \$1,871,740 came from the Office of Healthy Homes and Lead Hazard Control within the U.S. Department of Housing and Urban Development (HUD). An additional contribution of \$1,161,000 from public and private organizations makes total funding for the **lead-abatement program** in excess of \$3 million. Dr. Don Beard, associate professor, Engineering Technology and Industrial Studies, says, "We'll choose homes to remediate based on health department testing of children six years old or younger for lead exposure." MTSU will join forces with several entities, including Tennessee's Department of Health, regional health departments, the Center for Construction Education and Training, and the Tennessee Department of Environment and Conservation, as well as several other public and private organizations.



The result of a most unusual **partnership with Federal Express**, MTSU has a \$3 million, 75-ton classroom for the Flight School at Murfreesboro Airport. In 2002, FedEx flew in a **retired Boeing 727** so students in the aircraft maintenance training program can learn from hands-on experience. Named the *Spirit of Partnership*, the huge jet symbolizes what can be accomplished by creative collaboration.

MTSU partners with University of Memphis, LeMoyne-Owen, Vanderbilt, University of Tennessee, and Tennessee State University in the **Tennessee Louis Stokes Alliance for Minority Participation (TLSAMP)**—all will share a five-year, \$3.5 million National Science Foundation grant intended to double the number of minority students in STEM disciplines (Science, Technology, Engineering, and Math). Companies supporting this effort include Oak Ridge National Laboratory, Sandia National Laboratories, Bechtel Jacobs Company LLC, and BWXT-Y12 LLC.



A \$200,000 bequest from the Mary E. Hodge estate honored her son by establishing the Charles E. Hodge II Memorial Scholarship for business majors.

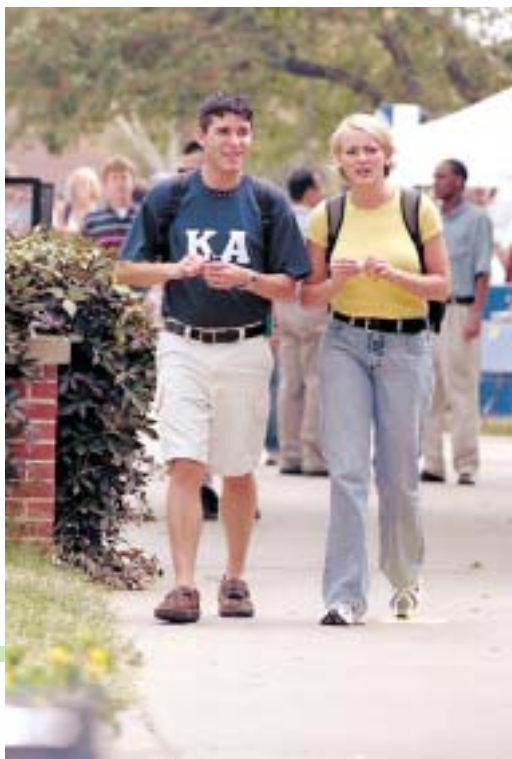
Faculty member Kevin Smith, anthropology professor, gives his classes matchless experiences through community partnerships across the state. In summer 2003, the Sociology and Anthropology Department joined with the **Tennessee Civil War National Heritage Area** and the City of Murfreesboro to explore the original site of First Presbyterian Church (ca. A.D. 1820-1865), a building of great significance to the city, county, and state. In summer 2004, Smith and his students launched the **Sam Davis Home Slave Quarter Project** in partnership with the Sam Davis Memorial Association. Through locating and investigating remains of residences that housed more than 50 enslaved African-Americans from about 1850

to 1865, project coordinators hope to gather sufficient information to develop new exhibits on daily activities at the Sam Davis farm.

A partnership between Adventure Science Center, Nashville, and MTSU Aerospace Department allows kids and adults visiting the center the thrill of a virtual flight environment in the **Blue Max Flight Simulator**.

Responding to industry needs, MTSU is partnering with the National Joint Apprenticeship and Training Committee (NJATC) to offer **baccalaureate training for electrical workers**. NJATC has committed \$300,000 to the University to establish the program.

A partnership between Motlow State Community College and MTSU responds to the Tennessee Board of Regents' policy "Defining Our Future" and will enhance **access to higher education for Tennessee students**. MTSU students needing extra assistance in beginning sequences of mathematics, reading, and English will receive instruction at the community college level from Motlow faculty on the MTSU campus. This will be convenient for students who qualify for university admission but who need supplemental work in certain areas.



A key partnership resulted from a memorandum of understanding signed by President Sidney McPhee and Dr. John Caruthers, chief operating officer, **UT Space Institute**, in 2002. "This groundbreaking partnership



The **Center for the Advancement of Mathematics, Science, and Technology Education** opened in Fall 2002 to improve teaching in these areas at all levels in Tennessee. Funded initially by a \$525,000 grant from NASA, the center is supported by a group called Partners for Success that includes Marshall Space Flight Center, Tennessee Department of Education, Rutherford County Chamber of Commerce, State Farm Insurance Company, College of Basic and Applied Sciences, College of Education and Behavioral Science, and Tennessee Higher Education Commission. State Farm's vice president for operations, Ron Nichols, explains: "State Farm is committed to improving K-16 education. Education is everybody's business."



between two institutions of higher education, working with the support of Congressman Bart Gordon, offers our students opportunities to take classes and work with faculty experts in aerospace and computer science at a state-of-the-art facility with state-of-the-art equipment,” McPhee said. “This is an excellent example of universities jointly leveraging their resources to provide the best possible learning experiences for their students.”

Scholars are moving backward to **advance literacy education** in Tennessee. Using seed money from a 2003 special project grant from the MTSU Foundation, Art Department faculty in the book arts area and Walker Library staff found partners with master craftsmen’s skills

in Facilities Services—cabinet-maker Keith Jenkins and blacksmith Jeff Henderson—to construct a working replica of Benjamin Franklin’s printing press. When the press is completed, it will be one of a handful of operational wooden printing presses in North America and will foster creative and innovative educational opportunities at MTSU and serve as a cultural resource for the people of Tennessee. Demonstrations at schools and other public locations and advancing the book arts curricula are but two of the possibilities that await. The public is invited to join a **Printing Press Partnership** so that the project can be completed.

WMOT, MTSU’s jazz radio station for more than 35 years, reached out in a new way: online in July 2003 and offering options not available on air; the WMOT Web site has received more than 25,000 hits; the most popular feature is streaming audio of the on-air broadcast. A sampling of comments from online listeners includes from Maui, Hawaii: “I am so glad to be a long-distance part of the WMOT tribe.” From New York: “. . . one of the very best jazz stations in



the U.S. . . . truly the most representative of the art form.” From China, along with an online pledge: “Thanks for the live streaming music. . . . it gives me a taste of home whenever I want it.”

A “love affair” of some 70 years with his alma mater prompted Emmett Kennon and his wife Rose to give \$1.3 million to construct the **Rose and Emmett Kennon Sports Hall of Fame**. Ground was broken in June 2003 for the unique facility, which will be completed in 2004. Kennon, who played football and baseball, helped pay for his education by doing various jobs, the first of which was cleaning the football locker room.

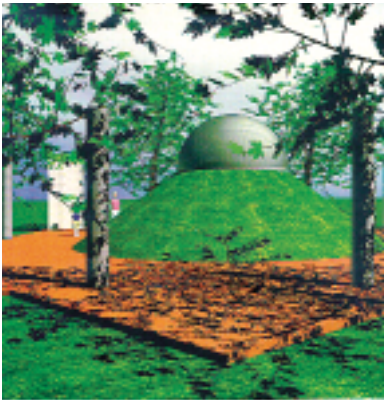
He graduated in 1938. Turning down a chance to coach, Kennon accepted a job with Neuhoﬀ Packing Company. Drafted into the Army in 1941, he spent much of the next four years in Africa. After returning to civilian life and briefly to his old job and then working for the Veterans Administration, he started Kennon Construction Company.

The Kennons returned to the campus for events through the years, and he says he feels very grateful for his years of study and life-long friendships. The hall of fame will add a valuable dimension to the university and community.

The **John Seigenthaler Chair of Excellence in First Amendment Studies** brings to the College of Mass Communication conferences, special lectures, seminars, and research dedicated to free expression. Al Gore, former vice president, spoke to a full house of students and the general public in April 2004 on “Civic Engagement and the Environment: Role of the Media.” Seigenthaler is chairman emeritus of *The Tennessean* and first editorial director of *USA Today*. Opportunities for partnerships and learning through unique experiences come through all the chairs of excellence.



LOOKING TOWARD THE FUTURE



Plans call for a **naked-eye observatory** to be built in 2005. Salvaging the observatory built in 1986 as part of the seventy-fifth anniversary, the new facility will include a dome housing the main telescope with a series of 12 carefully placed columns reminiscent of Stonehenge that can be used by observers to locate astronomical objects. The design will encourage use at any time by students, faculty, and the public.

President Sidney McPhee approaches the future with excitement and a pledge to continue moving this institution forward. He anticipates following through on a number of initiatives while continuing the tradition of excellence that is the hallmark of MTSU.

For some months, **MTSU and O'More College of Design, Franklin**, have been exploring mutually beneficial opportunities. President McPhee and O'More President K. Mark Hilliard recently signed an articulation agreement that will allow both schools to share program strengths for the benefit of faculty and students. Another promising partnership being explored is an **economic and community development collaborative**.

Some **\$7 million in federal appropriations** has been requested, including money for expansion of the Cason-Kennedy Nursing Building (\$2 million); an industrial organization program (\$1.4 million); a disease development and transmission project (\$1.2 million); a biotech workforce development program (\$540,000); the Center for the Study and Treatment of Dyslexia (\$500,000); and the Center for Historic Preservation (\$500,000).

An integral part of the future is a **progressive evolvement of MTSU's signature programs** in aerospace, recording industry, equine studies, business, teacher training, mass communication, historic





preservation, and biotechnology. At the same time, delivery systems and academic offerings across all six colleges and the graduate college will change to meet the challenge of tomorrow's needs. The University will seek approval for **unique and mission-specific academic degrees** such as Ph.D.s in public history and in natural science education, an M.F.A. in recording arts, and a B.S. in global studies.

President McPhee announced early in his presidency the goal of establishing a **Phi Beta Kappa chapter** at MTSU. Efforts toward reaching this initiative and underscoring the excellence exemplified here are promising.

The near future will see completion of an \$8.5 million renovation of the Todd Building to provide a **new home for the Art Department**. Information Technology has crafted a replacement plan for campus computers to keep pace with the latest technology. A \$70 million, ten-year schedule to **renovate all traditional residence halls** is underway. Planning for a \$17 million renovation of the Recreation Center incorporates more aerobics and weight rooms, a wellness center, and a new health services clinic.

This is truly a challenging and invigorating time to be at Middle Tennessee State University!



Looking back with gratitude and satisfaction at the involvement of some **very special friends**—Representatives Harold Ford and Bart Gordon and Senators Bill Frist and Lamar Alexander—we anticipate their continued support.

FINANCIAL SUMMARY

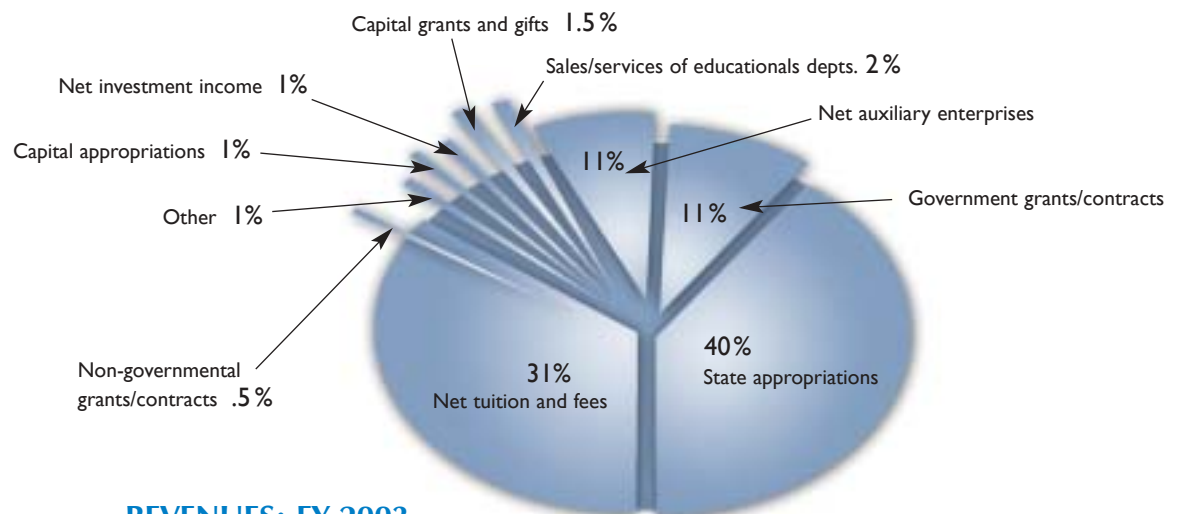
Unaudited Statement of Revenues, Expenses, and Changes in Net Assets
for the Year Ended June 30, 2003, with comparative figures for the year ended June 30, 2002

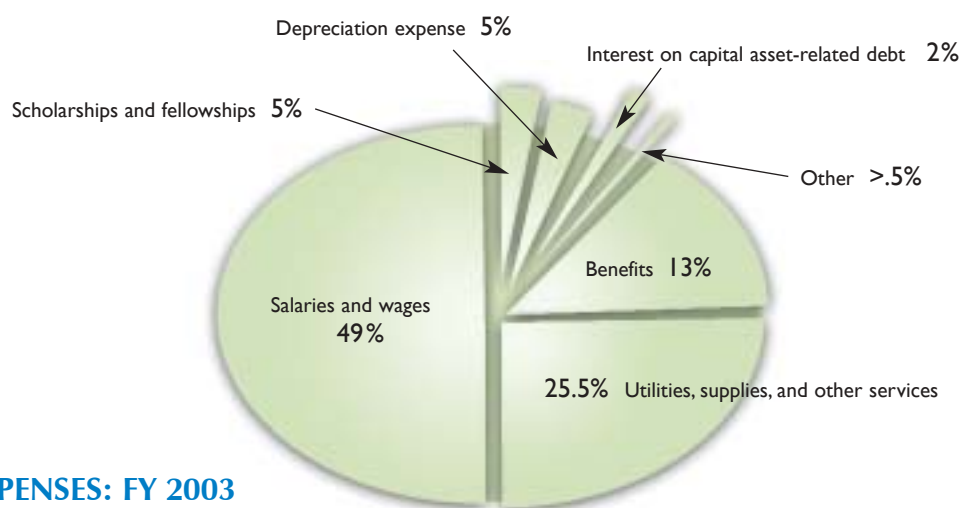
REVENUES

	FY 2003	FY 2002
Operating revenues		
Net tuition and fees	\$ 65,043,588.14	\$ 57,385,162.99
Governmental grants and contracts	22,414,057.25	18,090,920.19
Non-governmental grants and contracts	627,451.29	691,605.20
Sales and services of educational departments	5,245,450.63	4,572,127.19
Net auxiliary enterprises	22,298,491.37	23,627,508.70
Other operating revenues	710,851.25	402,532.90
Total operating revenues	\$ 116,339,889.93	\$ 104,769,857.17

EXPENSES

Operating Expenses		
Salaries and wages	\$ 100,948,724.09	\$ 95,356,489.53
Benefits	26,689,905.88	23,191,166.09
Utilities, supplies, and other services	52,657,097.29	49,196,528.07
Scholarships and fellowships	10,437,455.35	10,871,191.29
Depreciation expense	10,416,727.14	10,094,640.50
Total operating expenses	201,149,909.75	188,710,015.48
Operating income (loss)	\$ (84,810,019.82)	\$ (83,940,158.31)





EXPENSES: FY 2003

NONOPERATING REVENUES (EXPENSES)	FY 2003	FY 2002
State appropriations	\$ 83,208,100.00	\$ 79,049,100.00
Gifts	929,155.27	901,142.70
Net investment income	1,715,902.70	1,623,221.14
Interest on capital asset-related debt	(4,165,982.47)	(3,926,514.41)
Other non-operating revenues/(expenses)	569,383.04	814,275.35
Net nonoperating revenues	82,256,558.54	78,461,224.78
Income before other revenues, expenses gains, or losses	(2,553,461.28)	(5,478,933.53)
Capital appropriations	1,371,984.95	3,642,168.62
Capital grants and gifts	2,385,156.27	3,469,196.77
Other	(52,188.69)	
Total other revenues	3,704,952.53	7,111,365.39
Increase (decrease) in net assets	\$ 1,151,491.25	\$ 1,632,431.86

NET ASSETS

Net Assets - beginning of year, as originally reported	\$ 126,180,302.06	\$ 258,152,160.84
Cumulative effect of changes in accounting principle:		(131,674,776.71)
Net assets - beginning of year, as restated	\$ 126,180,302.06	\$ 126,477,384.13
Prior period adjustment	(152,333.81)	(1,929,513.93)
Net Assets - end of year	\$ 127,179,459.50	\$ 126,180,302.06

ACKNOWLEDGMENTS

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Middle Tennessee State University, a major public institution of higher learning in the state, the Southeast, and the nation, is a member of the State University and Community College System of Tennessee. Its comprehensive undergraduate programs and select graduate programs serve students of the region and attract others from across the nation and around the world.

The University incorporates recent technologies to meet changing needs while maintaining a sense of community and commitment to student-centered learning. MTSU is dedicated to educating a nonracially identifiable student body and promoting diversity and access for all.

MTSU prepares students to live effectively in a changing world and to become lifelong learners; to employ scientific knowledge and an understanding of culture and history; to think logically, critically, and creatively; to communicate clearly; to make sound judgments; to acquire working knowledge of a discipline or group of related disciplines; and to participate actively in the world community.

To achieve these goals, the University maintains an environment conducive to learning and personal development; recruits quality faculty and maintains support services to assist instruction; provides resources to encourage research, creative activity, and service; develops individual, corporate, and public support; establishes academic partnerships that support student-centered learning; works continually to strengthen and enhance the academic core; and provides resources to accomplish its mission.



In April 2002, President McPhee announced adoption of a new wordmark, a graphic treatment of the University's name projecting a crisp, contemporary look that is becoming the cornerstone of a more unified visual identity.

**MIDDLE
TENNESSEE**
STATE UNIVERSITY

